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Aveley Community Hub Business Plan (R1)

Recreation Ground, Aveley, Essex



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Introduction

Benesse (UK) Ltd. was invited by Thurrock Council to assist the Aveley Village Community Forum review and submit a robust business, sales and marketing plan to support their proposition to run the proposed new Aveley Community Hub.

The aim is to ensure that the Hub will become an environmentally friendly, iconic, sustainable building, at the centre of the village and forefront of the Council's hub initiative; relevant to the demands of the local community supported by a range of suitable, discretionary services.

The plan has been created using a template provided by the Council and information available at the time.

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1. Executive Summary

This business plan represents the culmination of eleven years of consultation and planning to deliver a desperately needed, landmark facility at the heart of Aveley Village. The plan demonstrates how the public, voluntary and commercial sectors can work together to deliver effective local services to enhance the neighbourhood improving social cohesion, public health and community wellbeing. The plan covers the period to 31st March 2024, assuming completion of the new hub by spring 2019.

The Community Hub initiative is one of Thurrock's flagship programmes that will help shape local services for the foreseeable future and provide a financial model that integrates the services for those with most social need with the commercial opportunities presented in the community.

The new facilities will provide Aveley with a modern, youth and community, intergenerational facility, managed by the community through the Aveley Hub Steering Group and Aveley Village Community Forum. Together, delivering an inclusive, cohesive programme of activities and services.

This iconic, modern, fully digitalised, environmentally sensitive, accessible facility is well positioned at the heart of the community and village with good parking and good access to open spaces.

This business plan, developed by the AVCF, builds on the five ["Stronger Together"](#) principles at the heart of the management of all Thurrock's Hubs. To be neighbourhood based, focus on strengths, citizen-led, contribute to relationship building and based on Social Justice

The AVCF vision is to ensure the use of the Hub by the whole community, led by a vibrant and active youth offering, integrating with other intergenerational programmes that serve to bring the community together in one location. In doing so, to provide the footfall and opportunity through commercial activity and support programmes to generate sufficient revenue to cover its operating and investment costs.

The Hub will provide the Village with a central point from which to access key local services including housing, registrations, community support and local information without incurring significant and unnecessary overheads. In addition, the inclusion of a modern community library service based out of the hub pools resources and consolidates community services under one roof. This collaboration between the Village and the Council will also help facilitate increased access to digitally based services in line with the Council's Digital Strategy.

The Plan has identified that there is a significant, local demand for these facilities. While local residents and the community forum have been patient in their approach to ensure that suitable facilities and consultation can take place. The AVCF adopts a collaborative approach involving and engaging other members of the village to ensure views, suggestions and ideas are acted on. As a result it has engaged the support of other representative groups such as Thurrock Lifestyle Services.



The Plan also demonstrates how the AVCF will work closely with a range of other local stakeholders through the Community Hub Charity, The Aveley Hub Steering Group and Council Officers taking advantage of the networks this provides for increasing awareness and engagement such as the Stronger Together web site.

The Plan identifies in Appendix B an action plan to be undertaken during the initial pre construction and go live stage of the development programme which will then form the foundations for future actions. The plan also sets out, in Section 10, a process for identifying key risks and opportunities in the process alongside the steps to be taken to realise or mitigate against them.

The need to adopt a more commercially focused management of the site, proactively exploring opportunities for sustainable new business, investment and operational strategies whilst maintaining its focus on being a facility capable of hosting youth and community activities is recognised in Sections 6 and 7 where the marketing and operational frameworks are set out.

Over the period of the plan revenues grow from an initial £80,485 in year one to £99,141 by 2024. With costs, including the loan repayment on the full capital investment, estimated to raise from £94,602 to £98,362 the site aims to become sustainable by year five delivering net surplus of around £1,000 per annum. Thereafter the site will enter a steady state of sustainability as investment and costs are maintained in-line with income and funding relevant to that period. While the project team are committed to finding ways to reduce capital costs and identify funding support it may be necessary to approach the Council for a small amount of support or rephrasing of the loan to accommodate cashflow and working capital requirements.

Agreeing the business objectives for Aveley Hub has been relatively straightforward. Ensuring that the plan's objectives are met is more complex. The AVCF team recognise that the focus of the next 18 months is to secure and put in place the agreements and resources to meet the plans aspirations.

To generate income to this level will require a galvanizing of the local community to provide more human resource, new delivery structures, a renewed focus on the governance arrangement and the drawing on available grants plus a new approach to engaging local commercial partners.

This business plan has been developed by the AVCF Trustees who have good experience in running community programmes and at times have directly employed up to seven staff. Over the past five years, the Trust has seen its income reduce from in excess of £300k to £10k but it has managed its finances and liabilities in a way to reflect the cash flow implications. As a result the charity remains sustainable with suitable cash balances and a commitment to increase those balances in line with the demands of the new Hub.

At the heart of this business plan is the shared ethos of wanting to make a difference to the lives of young people and adults in Aveley and the plans for the Aveley Hub are seen as a way of directly and indirectly delivering additional resource to further this aspiration

For ease of reference a high level summary of the Plan has also been provided in Appendix I



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2. Overview of the Service

The facilities

The Aveley Community Hub forms the sixth in a network of local Hubs across Thurrock. Aveley will be the first purpose built hub, designed around the demands and needs of the community, delivering highly valuable, versatile services, relevant to the local community in the Aveley neighbourhood. The design plans, are included in Appendix A and formed part of a successful planning application (16/1330/TC) in November 2016.

The Hub is designed by architects ECD to the highest environmental standards using modern building techniques adding to and improving the range and stock of public amenities in the area.

The facilities currently include

- Versatile public hall and meeting rooms
- Open plan reception and public space including workstations.
- Children's nursery, play and day care area
- Activity and recreational spaces
- Health and wellbeing areas
- Public café serving internal areas, overlooking & potentially serving into the park
- Catering prep facilities to accommodate functions and events
- Ancillary toilets, storage
- Parking for 38 cars (on environmentally friendly grass-crete surface)

The AVCF continues to consult over the final designs to ensure that the final construction brief is relevant and room specifications relevant to the final programme of use. As a consequence, there are a number of changes and improvements that are anticipated including

- Enhanced provision for those special needs including those facing learning challenges and physical disabilities.
- Integrated library
- Consultation booth/room(s) offering confidential areas
- General access and security arrangements

In addition to the internal spaces, the direct access to the park and recreational ground provides programmers access to other facilities including a MUGA (multi use games area), recently refurbished tennis courts, outdoor gym, skate ramps and play park.



Operation and services

The Aveley Community Hub will be managed by the Aveley Village Community Forum working closely with the overarching Community Hub Charity (CHC) and the Aveley Hub Steering Group (AHSF). Through the AVCF open meetings, the CHC and AHSF it will be possible to engage a wide range of voluntary and community groups operating throughout Aveley and Thurrock.

The AVCF is an energetic, high profile, local registered Charity (Charity No 1126883) and Company Limited by Guarantee (Company registration no 6695847). The charity will take over the management and coordination of services delivered through the new Aveley Hub expanding its existing services and supporting the development of new services and commercial activities.

The Charity has four Members and a Board of six Trustees with one vacancy. Trustees stand for re-election at regular intervals and the Charity has sound governance processes in place with documented Policy and procedures covering key issues such as safeguarding, equality and diversity and health and safety.

The AVCF will work to deliver a basket of commercial and free to use services which will ensure the sustainability of the Hub.

The AVCF vision and business plan is in line with the Charities Objects including

- The advancement of education, training and retraining and work experience
The advancement of training and employment opportunities by the provision of workspace on favorable terms
- The provision of recreational facilities for the public at large and those with specific health and wellbeing needs
- The provision of public health facilities and childcare
- The promotion of public safety and prevention of crime

The relocation of the library services to the hub, creating a bookshop café style environment and flexible meeting space, will also bring programming opportunities (book clubs, author signings, heritage and poetry recitals etc.) to both services offering customers access to cultural and heritage benefits alongside education, skills training, literacy, numeracy and recreational library services for the young, families and older people alike.

The Aveley Hub Steering Group consists of representatives from local voluntary and charitable groups, faith groups, residents, statutory services and Ward Councillors. A Memorandum of Understanding (Appendix F) has been established between AVCF and members of the Steering Group to demonstrate the commitment of all parties with an involvement in the community to the aims of the Hub.



Considering the above this business plan reviews the internal (strengths and weaknesses) and external factors (opportunities and threats) that drive this plan with a summary of corresponding actions set out in Appendix B.

2.1 Strengths

Although numerous, those considered being of prime relevance for this Plan are:

- **Design** – Range of facilities, layout, visual and environmental impact. Although, well-rehearsed and extensively consulted against, there remains a further and final opportunity during the construction procurement stage to ensure plans are bought up to date to reflect the potential service delivery partners (E.g. Library, catering arrangements, commercial spaces, requirements of young people and those with special needs).
- **Experience** – The multi award winning charity established in 2002 has bought over £1.25m of funding into the Aveley community and extensive experience in delivering and maintaining a dynamic programme and facilities capable of engaging all members of the local community
- **Networks and stakeholder involvement**- The strength of the combined support networks already offered to AVCF through the Aveley Hub Steering group, Thurrock CVS, Thurrock Ngage, Thurrock Inspire Youth Services, the Youth Cabinet, Thurrock Lifestyle Services and others.
- **Sustainability** - The Hub has been created and developed on the principles of a strong, sustainable management proposition.

2.2 Weaknesses

In contrast, the partnership has to overcome the following

- **Lack of awareness** – The local community has become distant from the project having been closely involved in a number of consultations previously there is a risk they have become weary and disengaged.

ACTION: Reinvigorate the community and engage through marketing plan over next eighteen months.

- **Lacks of resources** – The resources available to the AVCF have been weakened in recent years as funding has expired in the time lapse between project conception and planning.

ACTION: Develop clear fundraising strategy to support the business and marketing plan to deliver the reserves and working capital required over next 12-18months and thereafter.



- **Access to current market information** - Much of the consultation and research on housing and usage demand is historical and risks being out of date.

ACTION: Undertake formal and informal market research using resources available to AVFC and the Aveley Hub Steering Group.

- **Lack of commercial and business expertise on AVFC Board** – The requirement for the project to be financially sustainable to access the full capital funding will require the AVFC to adopt a commercial outlook to balance its social ethos.

ACTION: Review governance and management structures including skill set of Trustees, volunteers and management (recruit or buy in expertise).

2.3 Opportunities

- **Economies and efficiencies in accessing support and funding** – Services are spread around the community and difficult to identify and resource.

ACTION: Develop communications plan to ensure the new facilities serve to compliment other village services and where possible agree plan to realise joint benefits.

- **Design facilities to suit requirements** – The flexibility provided through this early development and agreement of the business plan allows potential commercial and voluntary partners to influence the internal design of the building and to bring additional funding and resources to the project so as to maximise effectiveness and efficiency.

ACTION: Coordinate design group to finalise any design and construction requirements identifying potential resources.

- **Targeted funding** - There is an opportunity to initiate a number of social action projects linked to the sales plan, which may attract third party resources either in funding posts or infrastructure. Examples include funding for crime reduction initiatives; special education and health needs, big potential and big lottery funding, plastic bag, sugar and land fill tax funds. There is also regional funding opportunities through Local Enterprise Partnership, Skills Funding Agency, Health Trust funding, the Lower Thames Link and the Thames Gateway.

ACTION: Identify management resource to apply for grants and social impact funds.



- **Changing demographics** - The growing population and anticipated new houses to the north of the village will provide both commercial opportunities as well as social needs in health and wellbeing, catering and hospitality, exercise and childcare

ACTION: Through the business plan identify services that may be delivered commercially, including concessions, sub-lets and hire agreements

- **Commercial Partners** – The 15-18 month window from Cabinet approval to go live provides the AVCS with a window to explore the best commercial arrangements from commercial delivery partners.

ACTION: Seek expressions of interest at an early stage to identify demand for facilities and programmes prior to formal procurement process to seek maximum and best value from commercial arrangements

2.4 Threats

- **Changing priorities.** Council delay, defer or reduce funding
- **Resident engagement.** Local residents fail to embrace the project
- **Increasing Capital Costs.** Construction costs are currently increasing by approximately 6% which may reduce the scale and scope of facilities if there are any unforeseen delays

2.5 Key success factors

A review of the competition, environment and market suggests success will come from;

- ❖ **Raising and maintaining profile** - Create a positive reputation for the facilities and services provided at the Hub whether commercial or free at the point of access.
- ❖ **Delivering social value** and community relevance for young people and the Aveley community.
- ❖ **Investing in facilities** that add value and deliver a measurable return including digital infrastructure
- ❖ **Being insight and data led** - Monitoring market and customer behaviour, demands and profiles using updated CRM, usage and financial reporting systems delivering relevant and valid data. Develop a proactive programme to ensure high occupancy high regardless of season.
- ❖ **Being customer focused and customer led** through the effective use of technologies including social media.



- ❖ **Being agile.** Be prepared to flex the operation, systems and if appropriate the pricing policy up and down to reflect customer demand taking advantage of market opportunities or customer need
- ❖ **Be financially astute.** Where appropriate, maximising opportunities to increase numbers, frequency of visit, spend per head and profit margins.

2.6 Business proposition and perceived unique selling point

The Aveley Hub will be fully accessible. A modern community facility run by volunteers and representatives of the local community providing a social hub that offers value for money and a vision for youth and intergenerational partners.

2.7 Current financial performance

The accounts for the AVCF are available on line via the charity commission and demonstrate that the charity has been operating within its cash flows and funding arrangements successfully for in excess of five years. When reviewed against the annual reports, these show that the charity has adopted a prudent, well managed approach to its finances responding to changes in circumstances and funding ensuring that the charity remains in funds whilst continuing to deliver a reduced programme.

As at March 2016 the charity had reserves of £10,226 of which £8,598 were unreserved, well within Charity Commission guidelines based on the very significantly reduced portfolio of services offered in 2016/17. The charity has also acquired and maintains a minibus.

An impending review of Policy will commit the charity to ensuring it maintains reserves at levels equivalent to four months operating costs recognising the anticipated increase in revenue from the Hub, again in line with Charity Commission guidelines.

The charity generally relies on grant funding or volunteer fundraising to initiate and maintain programmes. For example in 2015/16 using a grant from Awards for All, AVCF ran an Active Aveley project which aimed at helping people of all ages find healthier lifestyles. This includes healthy eating programmes for our young people and fitness programmes, including Tai Chi, for those a bit older. Since its inception in 2002 the charity has raised in excess of £1.25m.

As part of the business plan the Charity is also committed to commence on a fundraising drive over the next 18 months to strengthen reserves and prepare for the increased programme of activities delivered through the Hub. This will be strengthened during the initial period by a small support grant from the Council to underwrite the staffing and working capital required by the charity at the launch.

As the Hub is made up from a constituent range of facilities and services yet to be constructed there is no relevant or trading history to draw on. The future financial forecasts are set out in section 8.



3. Service Sector and Market Analysis

3.1 Market Profile

According to the Local Plan update, there continues to be significant development and construction of starter and family houses in Aveley as the population continues to increase at a steady rate from its 2011 Census level of 8,912 up 11% on 2001. As a consequence the market and demand for good facilities and services (public and commercial) continues to grow. In response, we have seen other local organisations such as the Aveley Football Club and the Aveley secondary school invest in new, enlarged facilities. With the well documented increasing demand and need for preventative and rehabilitative health and wellbeing related services it will also drive demand for leisure, health and wellbeing, youth services, childcare and nursery provision and family social activities. While a reported lack of youth provision and community based special needs infrastructure has been identified through the current providers.

3.1.1 Sport, Leisure and recreation

The demand for sports, leisure and recreational facilities and programmes within the community continue to grow organically as more people are encouraged to participate under the Government and Sport England's strategy further fuelled through the inspiration driven by The Lottery investment manifested in the success of Olympic athletes, female sports teams, para sports and high profile new sporting facilities.

3.1.2 Health and wellbeing

The growing demand for public and commercial health and preventative wellbeing services is well documented and includes education classes in "how to...", yoga, beauty, massage, Yoga and Tai Ch through to screening programmes and community based clinics.

3.1.3 Social and events

Social activities generally take three forms

1. Anniversaries and parties where families and friends come together to recognise special occasions (birthdays, anniversaries, wakes). These often form the basis of private, commercial hire and are often coordinated through catering companies and outlets.
2. Ad hoc social intercourse provided through youth clubs, coffee mornings, book clubs, poetry and other cultural and heritage interests.
3. Major events which can act to bring the community together through common interest (collectors, pet shows, model toy fayres etc.), seasonal celebrations (Christmas, Halloween, summer). These are usually coordinated by individuals or groups in the local community and are often are free or subsidised to attendees, only covering a basic hire cost.

3.1.4 Education, learning and skills

Educational attainment in Aveley and Thurrock is low in certain areas giving rise to the need for education and skills training. This is complimented by the fact that the demand for nursery places, linked to the new housing and the demographic profile is expected to expand significantly.



Competition amongst education providers complimented by funding from European Funding or the Skills Funding Agency has resulted in a growing market in providing private tuition and training providers supported by careers, information advice and guidance services by Thurrock's Inspire Youth Hub, local schools and colleges. Often these providers are looking for facilities based in the work place or at the heart of communities.

3.1.5 Business and enterprise

Increasingly, businesses are operating remotely but looking for flexible, well presented, accessible spaces with good access to internet and catering services. The growth of business hubs, Regus and Space Box have identified how desk hire by the hour has become a lucrative and high demand product. This is also an approach being welcomed by Council's as they seek to reduce burdensome and inflexible overheads replacing them with day/desk space rental

3.2 Customers

There are three target customer groups. Namely

- Children, schools and youth groups
- Families and adults
- Clubs, corporate and organisations

3.2.1 Children, schools and youth groups

AVCF see the Youth offering as being at the heart of what is being provided at the new Aveley Hub and recognise the demand and shortage of provision in the area for children and young people.

Engaging with providers of children's services, local schools and academies parents and special needs providers AVCF will develop programmes that reflect the demand in the area as well as strengthening their own youth engagement and links with youth leaders in the area including involvement of the Thurrock Youth Cabinet.

Whether supporting youth programmes (e.g. Duke of Edinburgh, Youth Sports Trust, National Citizen Service) or alternative education formats such childcare, nurseries, special educational AVCF recognise that the needs young people services are continually developing and adapting to their needs and requirements and services and programmes will also need to reflect this.

3.2.2 Families and adults

With effective marketing and programming sales in this area are likely to be strong as the new housing will bring new families and adults into the area and the provision of a new well equipped hub will have a positive influence in accelerating this influx.

Supported by Government initiative to increase in the percentage of adults utilising outdoor space for exercise/ health reasons the Aveley Hub, in the park setting, will attract customers who want to combine a park experience with indoor community and social provision.



3.2.3 Corporate and organisations

Information from the Chamber of Commerce demonstrates how Aveley and the surrounding area is benefitting from a growth in businesses. Notably through the growth in the Ports at Tilbury and new businesses hubs and innovation centres in the area.

The Aveley Hub provides opportunities for local companies and enterprises to take up new commercial opportunities as well as use facilities for sporting and social reasons.

The range of Council services will also want to take advantage of this community facility which brings together a number of community services through the focal pot of the library.

Secondary spend

All of these markets are also defined by their willingness to spend on secondary activities, in particular around catering, however, the success of any catering service whether in vending, counter and table service or events and functions can be fickle and is best left to specialists if all parties are to realise the best returns.

4. Competitor Analysis

The new Aveley Community Hub is likely to have competition across the five previously identified markets identified

4.1 Sport, Leisure and recreation

Aveley is serviced for its growing sports, leisure and recreational requirements at a formal level by the leisure facilities at Belhus Park, Ockendon Leisure Centre, Aveley Football Club, Aveley Bowls Club and Grangewaters Outdoor Education Centre and the park at Aveley, however, informal, social and low level participation, in particular for those with special needs, is limited to those activities hosted at the myriad of aging, poorly specified community facilities. The local community based facilities are shown in appendix C. There is no central sports and fitness operation based in the central village area providing opportunities to develop a strong exercise and fitness class offering including dance and martial arts where there appears to be an overspill requirement from local providers.

4.2 Health and wellbeing

The NHS health clinic and local surgeries are accessible and available, however it is well recorded that they are struggling to meet local demand.

4.3 Social and events

There are a number of venues offering social events such as parties, events and functions. These include the network of local facilities identified above, the local leisure centre and golf course at Belhus, the new Aveley Football Club, various pubs and hotels.



However, there is a lack of modern facilities within Aveley centre capable of hosting affordably the special interest community based groups and events that the relocation of the library and engagement with new clubs and associations in Aveley village is likely to bring. This might include the local U3A group, residents associations etc.

4.4 Education, learning and skills

Aveley is served by a local secondary school at Belhus, the Aveley and Kenningtons Primary School.

Both the Council's Inspire youth offering and Thurrock Lifestyle Services have identified a lack of provision or facilities for providing independent education, skills and work training in Aveley

4.5 Business and enterprise

There are no purpose built facilities in the Aveley area other than the adjacent hotels and business centres serving the M25 J30. In all cases these charge a premium at either for their refreshment offering or their space rental. The local high street coffee shop does offer a meeting place but is not community based and struggles to provide accessible parking

4.5 Price comparison

The pricing schedule below shows the core charges anticipated and comparison across a range of competitors.

| | Thurrock Hotel | Belhus Golf & Leisure Centre | Aveley Village Hall | Aveley Hub |
|----------------------------------|------------------|------------------------------|-------------------------|-------------------------|
| Hall hire | £32 (large room) | £45 | £25/hr | £29/hr |
| Meeting room hire | £25/hr | £25 | n/A | £15/hr |
| Function/event hire (commercial) | On request | On request | £25/hr | On request |
| Exercise classes | N/A | £6-£12 (or membership) | £4-£8 (class dependant) | £4-£8 (class dependant) |

Charges will be affordable and represent excellent value, allowing target groups to access facilities regularly. A detailed price list across the full range of facilities and activities being drawn up once the final programme and facilities have been confirmed.

Reduced rates and subsidised activities will also be offered in line with the ethos and principles of the AVCF and AHSG

Commercial hire and lets will be competitive to the market and subject to the nature of the booking.

Commercial lets, regular block bookings and sub-lets will be subject to the appropriate procurement processes to allow all groups the opportunity to access facilities. During the formulation of the Business Plan the levels of expressions of interest from a range of hirers has been very positive.



4.6 Product Positioning

The aim is to position the Aveley Hub as a quality local facility offering an extensive range of modern, digital supported, relevant facilities, equipment with well-maintained and managed support services.

5. Sales Strategy

The primary focus of the sales strategy will be to encourage as wide a section of the community to visit and to increase visits and where appropriate commercial opportunities arise, spend per visit. This will be achieved by increasing awareness and creating brand recognition, extending dwell time, packaging activities and facilities and encouraging customer loyalty (Promoting referrals and affiliation through membership and volunteering).

The plan focuses on creating strategies for positioning services to the four customer groups (young people, children and families, adults, companies and organisations).

Sales targets and marketing activity will be established and reported on across each of these areas, and where trends are identified either exploited to drive revenue, increase social impact and value or reported on the risk register with a view to establishing an action plan and management strategy to address a declining trend before it can have a material impact on the Plan.

The current and historical financial information referred to demonstrate that significant revenues could be realised but to deliver sales in a commercially focused manor requires a commercial oversight and drive. The sales strategy is underpinned by the principle that AVCF will look to strengthen their Board of Trustees by recruiting individuals with the commercial and sales skills to complement those with strengths in delivering community engagement and social impact, all working closely with the Steering Group.

5.1 Pricing Strategy

The Hub's pricing strategy as set out in 4.1 is considered to represent good value based on the quality and range of facilities available. It will promote repeat attendance and encourage repeat bookings whilst providing increased support and value for individuals and groups based in Aveley.

So that the AVCF can focus on getting the site set up and focus on community engagement, it intends to seek commercial partners to operate and run a range of services including catering, nursery, exercises classes etc. Whilst this also levers additional resource in marketing and skills it will secure guaranteed income through rents with individual prices being market driven.

Going forward the pricing may need to be more flexible so as to maximise overall revenues. This will include premium pricing where investment and quality are demonstrable, packaging and discounting where there is an opportunity to raise overall spends per head of reward loyalty.



Increasing repeat visits means rewarding loyalty. The introduction of a membership/registration system would also provide useful marketing and monitoring tool for the AVCF and AHSG.

The free car parking represents a tool that could be marketed and can add value to the membership proposition. Many parks now charge for privilege of parking. Whilst initially free, charging in future or for occasional commercial hires may be appropriate and remain an open option.

Cash handling and bookings procedures will be enhanced by introducing on line/real time booking and cashless payments at site through digital technologies. This would allow customers to check for availability when it suits them and also at a time that's convenient for them.

Policies for cancellation, late payment charges and administration fees on bookings will be developed over the next 15 months in consultation with the AHSG.

6. Marketing and Campaign Planning

There are three aspects to the business plans marketing and campaigns

1. Raising awareness and interest in the new hub
2. Preparing for and the launch of the new Aveley Hub facility
3. The on-gong marketing of the Hub

Phase 1

After eleven years in the making and both the Steering Group and the AVCF having to kick off the marketing of the new hub, with what will eventually be a wide range of facilities servicing a large part of the community, there is a huge amount of consolidating and preparatory work to do in consolidating and coordinating marketing activities and resources.

The need to recruit new volunteers, the need to procure new services and to consult with the community over the aspirations and expectations of what the hub has to offer will be the priority during this phase.

Similarly, with the need to strengthen its financial base in preparation for significant operational liabilities a great deal of focus will be on marketing and campaigns associated with fundraising for resources (equipment, people and events).

The principle of awareness is to constantly repeat the message. Therefore the AVCF, with the support of steering group members will look to create a positive approach to use of activities to generate editorial at every opportunity. Establish a positive relationship with press identifying the local story, the children or young people who are raising money, the achievement of an individual or group of people; the good causes. This will also be tracked by making available through public outlets such as the Library and village hall visual displays and notices to update o plans and progress.

Phase 2

This is possibly the most exciting but most demanding period of the plan as it involves the planning and delivery of activities and marketing that will lead up to the launch and successful opening of the



new facilities. By this time the groundwork will have been completed in establishing brand, name, reporting processes design and programme. The phase requires the further strengthening of digital and social media but also the harder media associated with a press launch, signage, leaflets and public publicity.

Phase 3

An ongoing, costed marketing, sales and campaign plan for the new centre will need to be prepared three months prior to the new facility going live to reflect the final mix and specification of facilities and confirmed programme of activities. An example of the plan is shown in Appendix D

This plan will reflect both the investment required to sustain the various marketing and communication channels as well recognising any seasonal or demand led peaks and troughs identified in use.

Communication channels and customer engagement has always been a strength of the AVCF and there is an opportunity to build on existing customer forums and youth engagement panels as a means of both promoting and improving the offer.

The majority of the direct marketing budget is likely to be focused on digital and social media, concentrating efforts in terms of £'s spent, presenting information as a % of targeted revenue.

6.1 A diversified approach to marketing

The AVCF recognise the need to adopt a diversified approach to marketing and communications, consequently it will continue to build on the regular open forums and informal feedback that it gets from its current approach. This will include formal customer comments and customer surveys relating to the range of facilities and programmes provided. These, along with feedback from social media on level of contact and nature of messaging, trip advisor, google reviews, net-mums and other relevant social channels will be reported at regular meetings and formally on an annual basis.

Developing digital and social marketing in line with and supported by the Council's digital strategy and digitalised library service is critical but needs to be led by customers and user groups with the forum monitoring traffic and responding to trends and ideas that emerge from these diverse social networks. Over the next six months AVCF will be looking to work with the CVS, Thurrock Council and the Library Services through the Steering Group to ensure that all parties are developing consistent and linked messaging across their shared "stronger together" networks.



Keeping local press, including newspapers and radio channels in touch with activities and events remains an important source of public information and as these have also strengthened their digital offering provides continued



Finally, the use of on-site marketing, leaflets and posters will continue an important communicator of the marketing messages the Hub is delivering and these will ensure

6.2 Developing the right marketing messages

Although professional and well-coordinated across the different media, soft and hard, the marketing messages will try to genuinely represent the interests of the village community and all those represented on the Steering Group and at the AVCF open forums.

A consistent messaging but one that transcends across the different sector and sections of the community regardless of age, special needs or cultural background

6.3 Project the right image

The Aveley Hub represents a landmark facility in the Village and the first impressions count so a great deal of effort will go in to ensuring that the site projects a positive first impression internally and externally and any associated branding, material or publicity should present a similarly positive impression and be applied consistently across all media forms. This includes all the signage leading to the site, web sites and notice displays around within the Hub.

The more customers and clients see the Hub brand, the more they will identify with it and recognise the value offered through its programmes, activities and the site. This can be reinforced through digital, traditional, soft and hard marketing used.



Figure 2 Positive branding at the Inspire Hub Grays

6.4 Marketing Budget

The AVFC anticipates setting aside a target marketing budget of £1,000 per annum from its contingency budget (see section 8) with an initial £4,000 for the initial launch and preopening marketing activities. This will be enhanced by the low cost impact marketing that a strong ongoing digital marketing strategy can provide.

6.5 Marketing Milestones

A number of marketing milestones have been identified including:

- Appointment of business development, sales and marketing manager.



- Monthly review of marketing planner and delivery to ensure activity planner and campaigns are being delivered effectiveness.
- Quarterly review of financial performance to assess impact of marketing activity on performance of centre.

7. Operations

The proposed governance structure being developed for the new Hub is set out in Appendix F and a Memorandum of Understanding (Appendix G) has been drawn up to reflect this collaborative approach. Further discussions and legal agreements will need to be drawn up, once funding has been approved, to ensure the Primary Lease and Sub Lease arrangements are considered robust and clear lines of responsibilities understood between parties.

On a day to day basis AVCF anticipate gearing up human resources through the timely recruitment of both volunteers and direct employees.

The operation will be governed by the following key principles

7.1 Opening times

Aveley Hub will have the capacity to operate flexible hours to meet the demands of the community and commercial arrangements. It is anticipated that there will be a core service delivered between 8am and 8pm (potentially to 11pm at weekends) based on the current expressions of interest, operating model and programme of use.

For example the nursery facility will potentially need access from 8am, with a core service through until 6pm, the core day time hirers are anticipated to operate between 10am and 6pm, with evening hirers through till 8pm. A flexible library service, using a combination of trained librarians, remote telephone support and volunteers could similarly ensure library services could be available from 8am to 8pm subject to demand. The catering services will inevitably be based around seasonal and day time demand cycles and the commercial lets will potentially mean hirers could access the facilities at times to suit between 8pm and 8am.

7.2 Staffing

To reflect the growth in responsibility and activity the AVCF anticipates expanding its human resources engaging additional trustees, direct employees and volunteers.

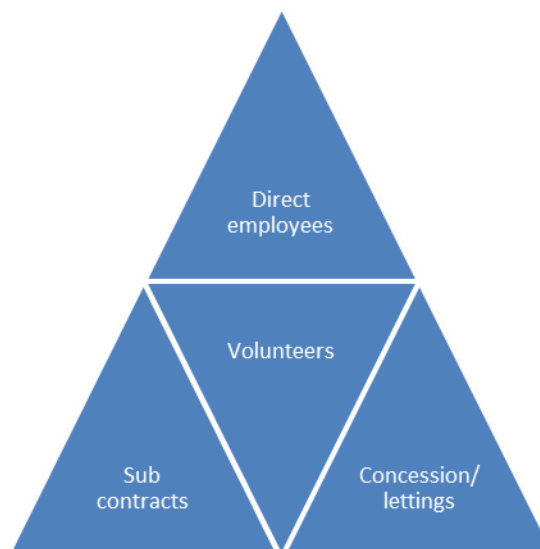
In addition the AVCF hopes to work closely and with the support of the network of agencies represented through the Aveley Hub Steering Group (e.g. Thurrock Ngage and Thurrock Community Voluntary Services) to provide access to additional resource in the form of other supporting local charities and voluntary groups.





Finally, it is anticipated that commercial operators and providers will serve as a fourth level of resourcing, assisting in the day to day control and management of the facilities and services.

To grow quickly and affordably the site needs to develop a number of third party collaborations where specialisms and commercial acumen will facilitate greater and faster returns. Relying on the recruitment and training of in house staff can be expensive and time consuming. This process has already been started with third party providers, clubs and organisations being approached and invited to come and set up, coordinate and deliver activities or services. This includes a market testing exercise to seek expressions of interest from potential concessions, lettings and hirers.



This blended approach to delivering services encourages engagement and ownership of facilities and services.

Hub fundraiser, programmer and supervisor

This post will be critical to act in an overview capacity to ensure the quality of delivery, breadth of programme is maintained, coordinating the flow of information between the site, customers and the governance structures whilst identifying new sources of revenue and helping to promote the Hub.

The supervisor will also be able to access support from the wider Hub network and through the supplier chain to create economies of scale on marketing, training, IT and other core costs.

Support workers

With a combination of public services being offered through the Hub, it is anticipated that there will be a number of Council employees visiting and basing themselves at the Hub from time to time. For example: library, housing, community policing officers and registrar services.

Cleaning & Janitorial

Much of the day to day cleaning and facility monitoring will fall to the users of the facility (chargeable on commercial lets) with a nominal (15-18hrs/week) allocated to independent cleaning service.

Community Services – through voluntary workers

The provision of many community based services is often facilitated by local volunteers as already seen in the provision of the time bank service currently offered by AVFC. Under the current structure a number of roles are anticipated to be filled through this mechanism. It is





anticipated that capacity for a volunteer co-ordinator function will be supported through the Hubs Programme in the period leading up to the opening of the new hub Thereafter the AVCF will work closely with Ngage and the CVS to maintain a steady stream of well trained and supported volunteer workers.

Youth Worker

AVCF see the engagement of young people at the new Hub as a key driver for its development and success. While much of the delivery may be coordinated by volunteers, it is the intention to seek funding for a youth worker to be based out of the Hub.

Supported by Thurrock's Inspire Youth offering that can provide training and access to a number of local networks and funded programmes, the youth worker would look to develop a programme of structured and unstructured youth activities which are factored in to the business plan

A second strand of the resourcing plan will be to build a strong volunteering contingent made up of individuals and groups with varying interests and skills,

Finally, the specialist skills required across a range of the facilities are to be provided by a small group of specialist contractors with skills across ground management, M&E, health and safety, security etc.

7.3 Catering

Expressions of interest have been sought and received from potential operators from a number of local providers of catering services. Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the catering facility.

The combined rents and income generated across day to day vending, seasonal licencing (ice cream etc.), events and function catering are anticipated to generate a net surplus. These have been factored into the business plan.

In addition to numerous local commercial operators there are a number of examples of community parks and catering services in the area which have proven commercially successful whilst also providing employment, skills and work experience for young people, volunteers, and those with special educational needs (E.g. South Essex College, Thameside Theatre, the Lighthouse Café and Hardie Park Café).

7.4 Library

Positive discussions have taken place with the Council's Public Library Services to recognise the public benefit of relocating the Aveley Library Service to the Aveley hub allowing the creation of a modern service and facility where visitors to the Hub and visitors to the library have mutual opportunities to increase exposure and access to the wider Village community as well as good access to Council services.





The current library service is well used despite the move towards a more digitalised service. A relocation to the new Hub, retaining its affiliation to Thurrock libraries for back of house services and the Essex Consortium of libraries automation service would likely increase use and footfall to the library service whilst also providing the Hub with a visitor stream able and interested in becoming involved in activities and services of the Hub with secondary spend potential.

This modern integrated, flexible public reception, café, enterprise and library zone has

been proven successful elsewhere (Bromley, Ashford) and will be incorporated into the final design with the resources currently allocated to providing the library service redirected to help resource the specific and overall facilities at the Hub.



These resources, including training of volunteers and on site staff funding for direct library facing staff and the provision of a digital infrastructure to support the various technological aspects of library service (book return, heritage and research, conferencing etc.) have been incorporated into the business plan.

7.5 Nursery

Expressions of interest have been sought for potential operators from six local providers of an on-site nursery including the Aveley Primary School, Little Angels nursery that is already located in the village but looking to expand their services. Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the facility.

As a specialist service, delivered by a third party, the business plan has assumed net revenue from an outsourced nursery estimated at £20,321, broadly in line with market rates elsewhere for a fully serviced facility.

7.6 Programming and commercial use

Expressions of interest have been sought for potential providers across a range of commercial and third party hirers including exercise class and holiday activity providers, extra tuition after school clubs, dance, music, wellness and wellbeing services.

In addition to the above, the availability of office space and desk hire by the hour through a compact but bespoke enterprise and business zone for use by Council service providers and local businesses will generate revenues on a desk hire by the hour or day.

Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the facility.



Based on initial response it is anticipated commercial services will generate a net surplus. These have been factored into the business plan.

Sport, Leisure and recreation

The facilities in and surrounding the new Hub provides an ideal environment to provide a range of formal and informal sporting activities and events.

The Hub will provide facilities and with support from local governing bodies and clubs formal and informal sessions for table tennis indoor football, short mat bowls, short tennis, unihoc, basketball, Korfbal and netball, dance, martial arts, fitness training and exercise classes including boot camps, billiards and pool. With the increasing sophistication. Taking advantage of the external areas the Hub will also look to support short tennis, social tennis and other outdoor activities facilitated by the recently refurbished tennis court, MUGA (multi-use games area) and outdoor trim trail.

Linking in with support from local sports governing bodies', local voluntary clubs and the Community development and exercise referral teams there is an opportunity to grow use and participation.

There is a mixed provision of Young Person services in the area, some with a commercial base e.g. (Sarah) Lea dance school to the more charitable services offered by AVCF at the Christian Centre, and the St Michaels family sessions. Ongoing discussions are currently in play to engage the Council's Inspire Youth team to assist with training, volunteer support and programme development once the new building starts to take shape.

Although the youth and adult service provision is generally considered as inclusive, there are a number of other sessions arranged in the village for those with Special Educational Needs (SEN). In some cases there is an overlap of service in areas such as dementia where the disability results in the need for specialist services.

The AVCF liaises closely with the Sunshine Centre in Aveley. This residential site caters for children aged up to 19 years with a range of behavioral and physical needs. Other providers of services for those with disabilities, young and old include Thurrock Lifestyle Services and the local Health Trust. All service providers spoken to during the pulling together of the Plan have indicated a need for improved facilities and an increase in programmed activities.

Similar increasing demand can be seen for musical activities and the Hub will look to provide space and facilities to allow young people who want to develop music through bands or groups access to hire or subsidised use of facilities. Close links with the Thurrock Inspire Youth network and access to potential funding through the arts council or other funders will also help to underwrite any income identified in the Plan.



Health and wellbeing

The Plan assumes a going revenue stream associated with the demand for public and commercial health and wellbeing services which have been well documented and includes education classes in “how to...”, yoga, beauty, massage, Yoga and Tai Chi.

AVCF have previously been in discussions with the Thurrock NHS Trust and local Clinical Commissioning Group over the opportunity to support and accommodate the delivery of clinics, surgeries and drop in services. Further discussions are to be had and no direct income has been built into the Plan. However, it is anticipated that the Hub will form part of the network used by the health services to provide tier 1 and tier 2 preventative and diagnostic services (e.g. health checks, blood donating etc.).

Social and events

Providing young people looking for a social outlet the AVCF will proactively seek to identify funding for a funded youth worker to coordinate a programme of structured social activities for young people.

As well as a social area for small groups to gather over a coffee for social activities the new hub has a range of flexible spaces available at different times of the day. These range from those capable of hosting small meetings and committees of 10-15 to workshops, training, conferences, parties and buffets ranging from 25 to 100 and parties and meetings

As well as having a strong reputation in delivering youth events, the AVCF also support and encourage wider activities for the community and will look to directly coordinate a series of events and activities throughout the week and year, whilst also supporting those wishing to hire the facilities on a commercial basis.

Examples of planned commercial and fundraising activities built in to the business plan includes season events such as Christmas fete, Spring festival, summer Party/Picnic in the Park and autumn barn dance; themed events such as concerts, recitals, pantomime and tribute performers. The charity has also submitted small grant bids to the Co-Op, Santander and other supportive organisations.

Adults and Older people services such as those sessions organised by AVCF include tea dances, coffee mornings and occasional fetes.

Areas where other complimentary charitable or free at point of access services are provided include training courses, library service, heritage service, registrar services, housing and council support services.

The plan has assumed that the demand for dance classes for young and older people will continue to grow due to its accessibility and high profile coverage on national media networks from to Strictly, Britain’s Got Talent



Education, learning and skills

A number of expressions of interest have already been received from potential commercial and third party providers of education and training services including South Essex College, Extra Tuition Company and Education Learning Centres. These have been incorporated in the plan.

Additional resource in training and support has also been offered up by the Inspire Youth offer which will also help in establishing consistency in offering across Thurrock.

Business and enterprise

Businesses and organisations will be engaged by the marketing supervisor and it is hoped to engage the support of the local chambers of commerce in the early stages to raise awareness. Thereafter, with the facility for on line bookings businesses and organisations will be able to hire by the day or hour meeting rooms or work stations/desks, registering on arrival. These businesses will also be offered preferential rates on facilities and opportunities to support fundraising initiatives.

7.7 Community Use

The AHSG and AVCF will ensure that sufficient designated space is provided for free at point of access services such as chill and chat, knit and Natter, High Tees etc. It is expected that this subsidised use will be underwritten by charitable donations and grant funding and this is reflected in the business plan.

7.8 Maintenance and repairs

Cleaning and janitorial duties will be undertaken as described above. Day to day maintenance will lie with the supervisor and AVCF calling on ad hoc specialist contractors where required. A planned, preventative maintenance programme will be established for other larger items of plant and equipment, with any major faults anticipated to be covered under relevant guarantees and warranties of the new building.

7.9 Performance measures

The Hub Steering Group will look to measure the Hub's performance across a balanced scorecard across five primary indicators



Figure 1 Indicative primary performance indicators



To assess progress and identify trends across the range of primary measures AVFC will collate data and insight in a timely and accurate manner each month, quarter and year to permit management assessment and feedback for reporting, planning and decision making purposes. For example

Table 1 Proposed Performance Indicators

| Primary | Secondary |
|-------------------------------|--|
| Customer satisfaction | <ol style="list-style-type: none"> 1. Promote feedback via Trip Advisor or Google Review ratings scores. 2. Monthly survey monkey on target areas and to key stakeholders (suppliers, hirers, contractors etc.) 3. Health & safety, safeguarding and operational indicators |
| Employee/volunteer engagement | <ol style="list-style-type: none"> 1. 2yr Employee engagement survey across all staff and volunteers 2. Annual survey monkey of volunteers 3. Absenteeism |
| Social impact/ value | <ol style="list-style-type: none"> 1. Total visits by visitor category 2. Socio-Demographic breakdown of customers using survey results 3. Awareness survey 4. Health and wellbeing of local community 5. £1 reduction in demand for restorative services |
| Environmental value | <ol style="list-style-type: none"> 1. Energy management and DEC scores 2. Environmental awareness of customers 3. Engaged in Environmental skills |
| Commercial performance | <ol style="list-style-type: none"> 1. Monthly review of management accounts 2. Financial indicators <ul style="list-style-type: none"> • Gross profit targets • Average spend per head • Cost/surplus per customer 3. Sales targets |

ACTION: AVFC and AHSG to agree operating performance measures three months prior to commencement.



8. Financial implications

A summary of income and sales for the period of the business plan is shown below.

Table 2 Summary of revenue and capital forecasts

| | Yr. 1 | Yr 2 | Yr3 | Yr. 4 | Yr. 5 | Yr 6-10 | Yr 11-20 | Comment |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-------------|--|
| Overall Total Income | 130,485 | 138,314 | 146,613 | 153,080 | 162,265 | 811,326 | 1,622,653 | |
| | - | | | | | | | |
| Expenditure | | | | | | | | |
| Operational costs | -£114,161 | -£115,059 | -£115,985 | -£116,939 | -£117,921 | -£589,603 | -£1,179,206 | |
| Loan repayment | -£30,441 | -£30,441 | -£30,441 | -£30,441 | -£30,441 | -£152,205 | -£304,410 | |
| | | | | | | | | |
| | | | | | | | | |
| Net contribution to funds/loan/head lease | -14,117 | -7,186 | 187 | 5,701 | 13,904 | 69,518 | 139,036 | Once loan repaid any benefit to be accrued by charities for lifecycle repairs & investment |

The model demonstrates how expenditure and income are set to rise during the first five years with an estimated annual growth in income of around 6% and costs rising at 3% above indexation.

Predictions of programme demand trends and investment beyond year 5 become unreliable. Consequently, there is an assumption that the site reaches steady state thereafter, with the management and reporting mechanisms explained within the wider plan, supported with updates of the plan at regular intervals, ensuring sustainable performance levels.

The financial plan is limited only to activities driven through the facility. Wider activities and fundraising events coordinated by the Aveley Hub have not been taken into account. These may generate additional revenue and efficiencies or result in operational and financial drain on facility resources.

The revenue sources are spread across a range of income generating activities and not specifically reliant on either one major contributor or one major facility activity, reducing the financial dependency risk.

The costs have been reviewed base on the operating model explained and facility design currently proposed. These have then been benchmarked against a number of other facilities and operating models adjusting for context, increasing levels of reliability.



8.1 Revenue summary

8.1.1 Income

Table 3 Summary of revenue forecasts

| | | Yr. 1 | % overall | Yr 2 | Yr3 | Yr. 4 | Yr. 5 | Yr 6-10 | Yr 11-20 | Comment |
|---|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|--|
| Hall 1 | | | income | | | | | | | Steady state after yr 5 |
| | SEN use (e.g. Thurrock Lifestyle Service) | 15,000 | 11% | 15,900 | 16,854 | 16,854 | 17,865 | 89,326 | 178,652 | |
| | Village Hall booking overspill | 5,000 | 4% | 5,300 | 5,618 | 5,618 | 5,955 | 29,775 | 59,551 | |
| | Dance and exercise school/classes | 3,780 | 3% | 4,007 | 4,247 | 4,247 | 4,502 | 22,510 | 45,020 | |
| | Other activities plus weekend events | 3,780 | 3% | 4,007 | 4,247 | 4,247 | 4,502 | 22,510 | 45,020 | |
| Hall Sub Total | | 27,560 | 21% | 29,214 | 30,966 | 30,966 | 32,824 | 164,122 | 328,244 | Dance classes and add hoc at 3/wk. each standard hire rates. Occupancy rising from 50% to 90% |
| Youth Club/Meeting room 1 | | | | | | | | | | |
| 1 | Morning use (Edtn/careers etc.) | 1,200 | 1% | 1,272 | 1,348 | 1,429 | 1,515 | 7,575 | 15,150 | Breakfast clubs, education & training programmes potentially grant funded or private hire |
| 2 | Afternoon use | 1,200 | 1% | 1,272 | 1,348 | 1,429 | 1,515 | 7,575 | 15,150 | Clinics, mixed generation programming, Private hire or grant funded |
| 3 | Eve Use (Youth club) | 1,200 | 1% | 1,272 | 1,348 | 1,429 | 1,515 | 7,575 | 15,150 | Breakfast clubs, education & training programmes potentially grant funded or private hire |
| 4 | Weekend use | 2,400 | 2% | 2,544 | 2,697 | 2,858 | 3,030 | 15,150 | 30,299 | |
| Meeting Rm Sub Total | | 6,000 | 5% | 6,360 | 6,742 | 7,146 | 7,575 | 37,874 | 75,749 | Occupancy rising from 25% to 50% |
| Nursery | | | | | | | | | | |
| | Sub let rent | 20,321 | 16% | 21,541 | 22,833 | 24,203 | 25,655 | 128,276 | 256,551 | |
| | Eve Use | 1,008 | 1% | 1,068 | 1,133 | 1,201 | 1,273 | 6,363 | 12,726 | |
| | Weekend use | 2,400 | 2% | 2,544 | 2,697 | 2,858 | 3,030 | 15,150 | 30,299 | |
| Nursery Sub Total | | 23,729 | 18% | 25,153 | 26,662 | 28,262 | 29,958 | 149,788 | 299,577 | |
| Catering | | | | | | | | | | |
| | Café sub let incl Vend | 5,796 | 4% | 6,144 | 6,512 | 6,512 | 6,903 | 34,516 | 69,031 | |
| | Other (charity cakes etc.) | 1,200 | 1% | 1,272 | 1,348 | 1,348 | 1,429 | 7,146 | 14,292 | |
| Catering Sub Total | | 6,996 | 5% | 7,416 | 7,861 | 7,861 | 8,332 | 41,662 | 83,323 | |
| Other | | | | | | | | | | |
| | Enterprise zone/desk hire | 6,000 | 5% | 6,360 | 6,742 | 7,146 | 7,575 | 37,874 | 75,749 | Average daily use of EZ 4hr (3hrs council 1hr public) rising to 8 in yr. 5. Education & training |
| | Charity funding/grants/LA support | 59,600 | 46% | 63,176 | 66,967 | 70,985 | 75,244 | 376,218 | 752,436 | Community grant funding to fund initiatives such as youth worker, volunteer coordinator etc. |
| | Other misc. | 600 | 0% | 636 | 674 | 715 | 757 | 3,787 | 7,575 | |
| Other Sub Total | | 66,200 | 51% | 70,172 | 74,382 | 78,845 | 83,576 | 417,880 | 835,760 | |
| Overall Total Income | | 130,485 | | 138,314 | 146,613 | 153,080 | 162,265 | 811,326 | 1,622,653 | |
| Expenditure | | | | | | | | | | |
| | Operational costs | -£114,161 | | -£115,059 | -£115,985 | -£116,939 | -£117,921 | -£589,603 | -£1,179,206 | |
| | Loan repayment | -£30,441 | | -£30,441 | -£30,441 | -£30,441 | -£30,441 | -£152,205 | -£304,410 | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Net contribution to funds/loan/head lease | | -14,117 | | -7,186 | 187 | 5,701 | 13,904 | 69,518 | 139,036 | Once loan repaid any benefit to be accrued by charities for lifecycle repairs |

Despite its commercial intent there is still an expectation from the Charity Commission that a proportion of any charities activities will be around fundraising. The Plan assumes that 13% of its core revenue stream will come from fundraising activities (donations, events etc.). Additional grant funding is anticipated during the life of the Plan but has not been incorporated as this would be offset by corresponding costs associated with delivering the grant objectives. On a positive these grants would inevitably create a greater economy and efficiency of scale, particularly in creating additional human resource and contribution to overheads.



8.1.2 Expenditure

Table 4 Summary of forecast expenditure

| Operational Costs - Aveley Hub | | | 3% | 3% | 3% | 3% | |
|--|-----------------|-----|-------------------|-------------------|-------------------|-------------------|---|
| | Year 1 | | Year 2 | Year 3 | Year 4 | Year 5 | Comment |
| General Overheads | | | | | | | |
| Accountancy | £500 | 0% | -£ 515 | -£ 530 | -£ 546 | -£ 563 | Based on previous accounts. |
| Advertising | £1,200 | 1% | -£ 1,236 | -£ 1,273 | -£ 1,311 | -£ 1,351 | In year 1 the majority of advertising would be directed to launch. Thereafter to promote programme and more generic material as hirers produce own and use of free to access sources via the web/CVS etc. |
| Cleaning (Outsource) | £9,360 | 8% | -£ 9,641 | -£ 9,930 | -£ 10,228 | -£ 10,535 | 15hrs @£12 (includes equipment). 2016 accounts for current building £9063 |
| Insurance | £1,500 | 1% | -£ 1,545 | -£ 1,591 | -£ 1,639 | -£ 1,688 | Contents, PE, PL, PI, Contents (Excludes building) |
| IT Expenditure | £2,500 | 2% | -£ 2,575 | -£ 2,652 | -£ 2,732 | -£ 2,814 | Reflecting move to digital strategy |
| Printing, Postage Stationery | £900 | 1% | -£ 927 | -£ 955 | -£ 983 | -£ 1,013 | Reduced to reflect move to digital strategy in line with TC and library policy |
| Repairs and Maintenance | £1,500 | 1% | -£ 1,545 | -£ 1,591 | -£ 1,639 | -£ 1,688 | Low in year 1 rising annually over period to reflect levels of use. Includes external areas |
| Telephone | £1,000 | 1% | -£ 1,030 | -£ 1,061 | -£ 1,093 | -£ 1,126 | Within digital |
| Training | £1,500 | 1% | -£ 1,545 | -£ 1,591 | -£ 1,639 | -£ 1,688 | H&S, Compliance, finance, CPD |
| TV & Entertainment | £504.00 | 0% | -£ 519 | -£ 535 | -£ 551 | -£ 567 | TV, PRS, VPL & PPL licence |
| Utilities & waste | £4,500 | 4% | -£ 4,635 | -£ 4,774 | -£ 4,917 | -£ 5,065 | Targeted reduction in line with environmental policy and design review associated with Passivehaus offset by rise in utility costs |
| Rates | £0 | 0% | £ - | £ - | £ - | £ - | Assume continued 100% relief |
| Contingency | £4,993 | 4% | -£ 5,143 | -£ 5,297 | -£ 5,456 | -£ 5,619 | 5-10% margin |
| Contribution from library (credit) | £14,000 | | £14,000 | £14,000 | £14,000 | £14,000 | As per discussions with Service |
| Sub Total | £15,957 | | £16,856 | £17,781 | £18,735 | £19,717 | |
| Staffing - General | £50,000 | 44% | -£ 50,000 | -£ 50,000 | -£ 50,000 | -£ 50,000 | Staffing created from TC & other grant funding |
| Full Time Centre Supervisor | £23,000 | 20% | -£ 23,000 | -£ 23,000 | -£ 23,000 | -£ 23,000 | Unless additional funding sourced this would be supervisory level reporting to Operational Sub Committee from Board of Trustees |
| Full Time Caretaker | £17,250 | 15% | -£ 17,250 | -£ 17,250 | -£ 17,250 | -£ 17,250 | Cost includes all on costs |
| Youth worker co-ordinator (part-time) | £7,954 | 7% | -£ 7,954 | -£ 7,954 | -£ 7,954 | -£ 7,954 | Potential to source grant funding supported by CVS/TC |
| Volunteer coordinator (Hub/CVS shared) | | | | | | | Additional 20-30hrs/wk support available |
| Support workers (library) | | | | | | | Additional 15-18hrs/wk support available |
| Sub Total | £98,204 | | £98,204 | £98,204 | £98,204 | £98,204 | |
| Total Expenditure | £114,161 | | -£ 115,059 | -£ 115,985 | -£ 116,939 | -£ 117,921 | |

While AVCF is attempting to create a suitable reserves fund, without additional funding to reduce loan requirements or fundraising to increase reserves it is a requirement of the plan that the local authority underwrite the working capital requirements and to ensure that the facility gets off to the strongest and most positive start.

8.2 Capital investment schedule

A detailed estimate (£2.3m) for constructing the enlarged Hub was obtained in October 2015 by the approved design architects ECD. Since this time construction costs have fluctuated although in recent times have shown signs of starting to creep upward again. This plan assumes that there has been no net increase in costs since 2015. Any increases will need to be accommodated through any design re-engineering or access to additional capital grant funding. £1.1m of capital is being sourced from an S106 planning gain realised in 2015.



The AVCF have been successful in previous years in securing additional grant funding for community capital projects and anticipated making similar approaches once the core capital and business plan have been approved. Examples of possible funding sources to upgrade facilities or add capital equipment include Sport England and various governing bodies of sport, the CCG, the NHS Trust and Thurrock Lifestyle Services.

In summary, based on this level of investment and the projected revenues the site will become self-financing and capable of generating revenues to meet the Council's loan repayment terms.

9. Development and milestones

The project timeline set out in Appendix G clarifies the process timescales and key milestones that need to be monitored to ensure the plan remains on course. Notably

- Cabinet approval for full capital programme – December 2017
- Successful procurement – June 2018
- Establishment of operating team – Spring 2019
- Building completion – Summer 2019

Combined with the key actions highlighted in Appendix B, these milestones represent a roadmap which will deliver follow up activities to ensure the plan is delivered.

10. Risks and contingencies

The Forum have been maintaining a risk register throughout this process and the top risks associated with this plan and the mitigation actions designed to address these risks are clarified below. The risk register is reviewed at monthly Forum Directors meeting and the Hub Steering group. A copy of the current live risk register is in Appendix H

11. References

- (1) [Aveley Village Community Centre –feasibility report](#) ECD Architects Oct 2015
- (2) [Census](#) data 2011
- (3) [Digital Strategy 2016](#) - Thurrock Council
- (4) [Health and wellbeing strategy](#) Thurrock Council 2015
- (5) [Joint Strategic Needs Assessment](#) Thurrock Council 2016
- (6) [Local Plan update 2016](#) - Thurrock Council
- (7) [The Future Shape of the Thurrock Library Service](#) Thurrock Council. Cabinet-Consultation Report - (March 2015)
- (8) [The government strategy for a Sporting Future: A New Strategy for an Active Nation](#) HM Government (Dec 2015)
- (9) [Towards and Active Nation](#) Sport England May 2016
- (10) [State of the UK Leisure industry: a driver for Growth](#) Oliver Wyman report, commissioned by Business in Sport and Leisure (BISL) in 2012



- (11) [Work, health and disability: improving lives](#) Department of Work and Pensions and Department of Health. Green Paper (updated 2 Nov 2016)

12. Appendices

Appendix A - Aveley Hub – Approved Design Plans





Visual impression of Aveley Hub



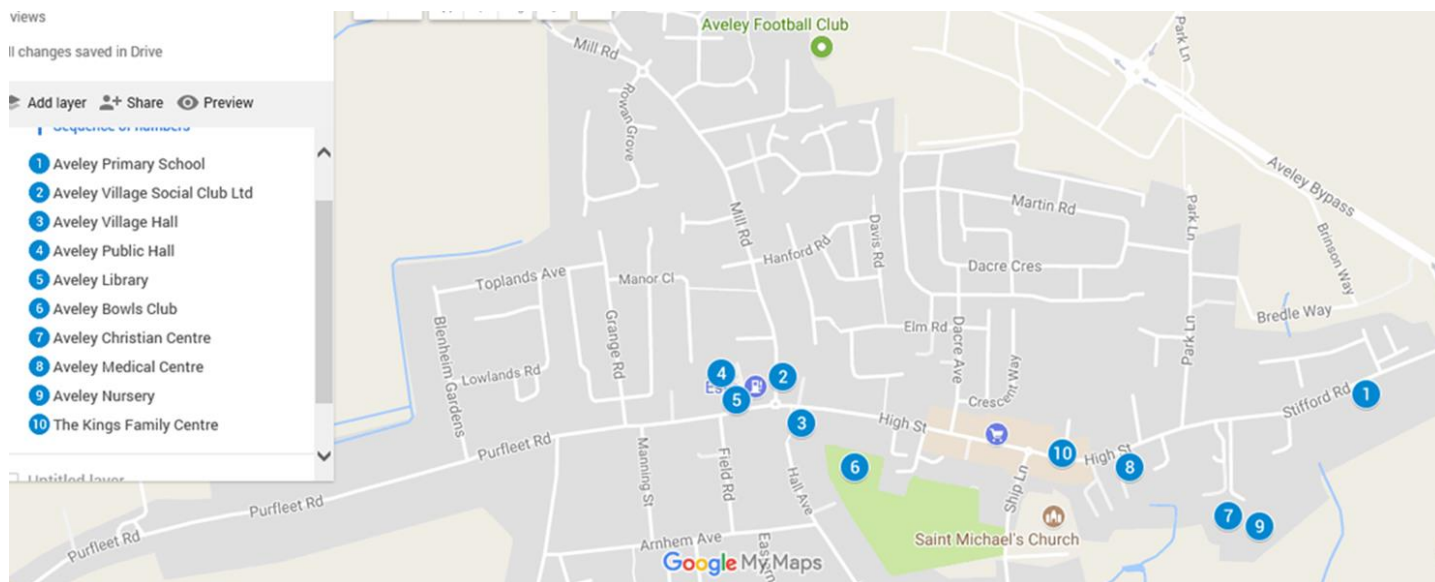


Appendix B –Action Plan (Phase 1)

| | Action | Area | Target date |
|----|--|--------------------------|-------------|
| 1 | Reinvigorate the community and engage through marketing plan over next eighteen months. | Marketing | Spring 2019 |
| 2 | Develop clear fundraising strategy to support the business and marketing plan to deliver the reserves and working capital required over next 12-18months and thereafter. | Finance | Dec-17 |
| 3 | Undertake formal and informal market research using resources available to AVFC and the Aveley Hub Steering Group. | Marketing | Mar-18 |
| 4 | Review governance and management structures including skill set of Trustees, volunteers and management (recruit or buy in expertise), Policy & procedures etc. | Governance | Dec-17 |
| 5 | Develop communications plan to ensure the new facilities serve to compliment other village services and where possible agree plan to realise joint benefits. | Marketing | Mar-18 |
| 6 | Coordinate design group to finalise any design and construction requirements identifying | Operations | Dec-17 |
| 7 | Identify management resource to apply for grants and social impact funds. | Operational | Sep-17 |
| 8 | Through the business plan identify services that may be delivered commercially, including concessions, sub-lets and hire agreements | Operational/ Finance | Dec-17 |
| 9 | Seek expressions of interest at an early stage to identify demand for facilities and programmes prior to formal procurement process to seek maximum and best value from commercial | Operations/ Marketing | Dec-17 |
| 10 | AVFC and AHSG to agree operating performance measures three months prior to commencement. | Operations/ Finance | Dec-18 |



Appendix C – Existing community facility locations



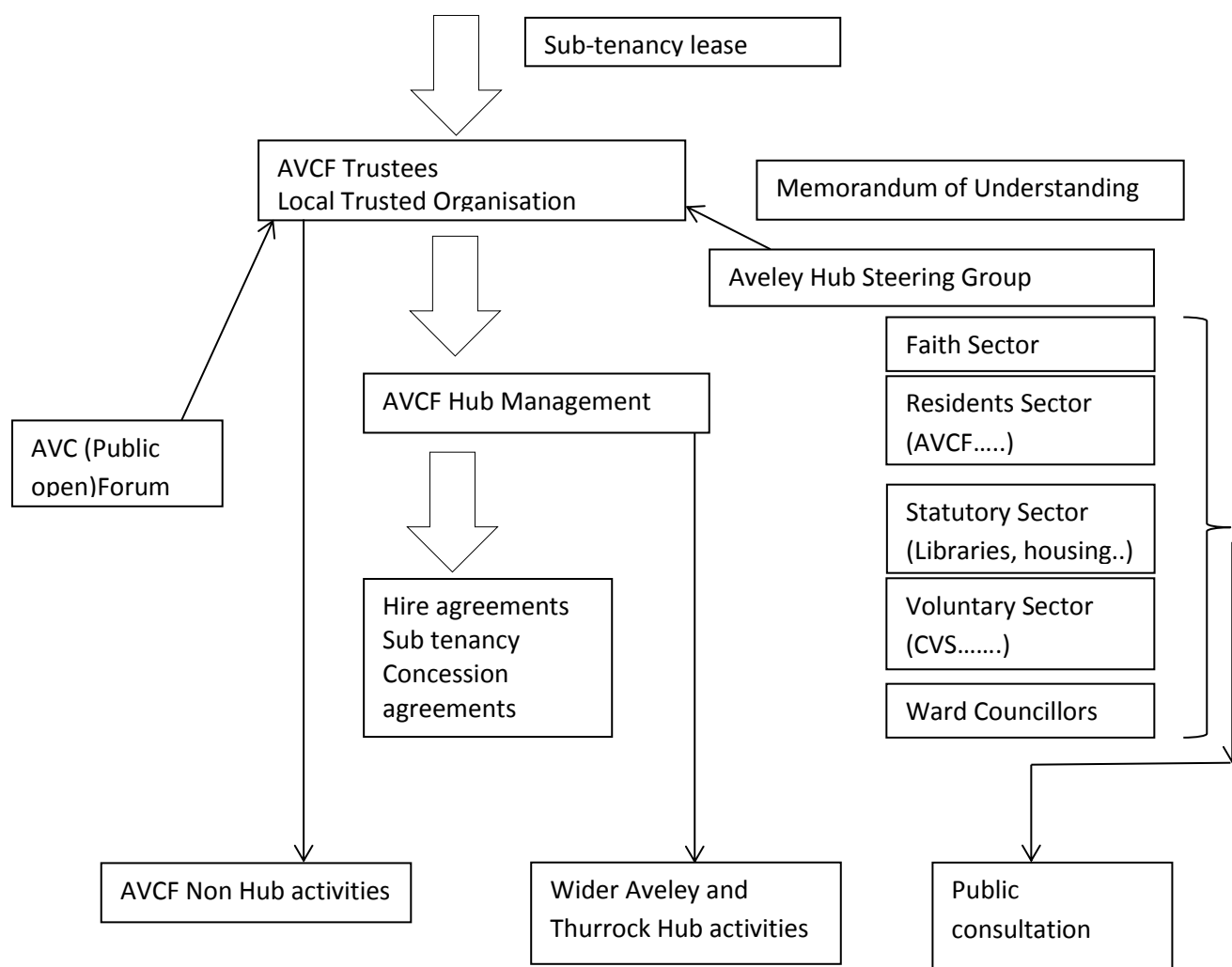


Appendix D – Indicative Marketing Plan

| Indicative annual marketing plan and promotional planner 2017/18 | | | | | | | | | | | | | | | | | |
|--|--|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|--|--|
| Target market | | Chanel | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total | | |
| Schools and youth groups | Church and commuity groups, Scouts/Guides, schools, colleges | | | | | | | | | | | | | | | | |
| Stakeholder events | On site presentations to coordinators and youth leaders | Social Media (SM), Web, Direct e-Mail | | | | 200 | | | | 200 | | | 200 | | 600 | | |
| Referral campaign | Incentive for young people to come and try | SM, Web, Direct e-Mail | | | | | | 200 | | | | | | | 200 | | |
| Term time programmes | Spring promotion (Artwork) | SM, Web, Direct e-Mail | | | | | | | | 50 | | 50 | | | 100 | | |
| | Summer promotion (Artwork) | SM, Web, Direct e-Mail | 50 | | | | | | | | | | | 50 | 100 | | |
| | Autumn promotion (Artwork) | SM, Web, Direct e-Mail | | | 50 | | | | | | | | | | 50 | | |
| | Winter promotion (Artwork) | SM, Web, Direct e-Mail | | | | | | 50 | | | | | | | 50 | | |
| Special Events Programme | Jamboree, concerts, promotions | SM, Web, Direct e-Mail 1/4 updates | | | 50 | | | | | 50 | | | 50 | | 150 | | |
| Families and young people | | | | | | | | | | | | | | | | | |
| | Seasonal activities (activity based) | SM, Web, Direct e-Mail 1/4 updates | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Seasonal activities (environmentall focus) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| Holiday programmes | May Bank Hol & Half term | SM, Web, Direct e-Mail & leaflet via sch | 50 | | | | | | | | | | | | 50 | | |
| | Summer holiday peiod | SM, Web, Direct e-Mail & leaflet via school | | 50 | | | | 500 | | | | | | | 550 | | |
| | Promote Oct half term & Halloween opportunities | SM, Web, Direct e-Mail & leaflet via school | | | | | 50 | | | | | | | | 50 | | |
| | Promote Feb half term & Easter opportunities | SM, Web, Direct e-Mail & leaflet via school | | | | | | | | 50 | | 50 | | | 100 | | |
| | Courses & classes (activity based) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Courses & classes (environmentally based) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Accommodation options | SM, Web, Direct e-Mail | | 25 | | | | | 25 | | | | | | 50 | | |
| | membership | SM, Web, Direct e-Mail (Leaflet at site) | 50 | | | | | | | | | | 50 | | 100 | | |
| Special Events Programme | Jamboree, concerts, promotions | SM, Web, Direct e-Mail | | | 50 | | | | | 50 | | | 50 | | 150 | | |
| Older people | | | | | | | | | | | | | | | | | |
| Outreach | Seasonal activities (activity based) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Seasonal activities (environmentall focus) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Courses & classes (activity based) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Courses & classes (environmentally based) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Accommodation options | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | membership | SM, Web, Direct e-Mail (Leaflet at site) | 40 | | | | | | | | | | 40 | | 80 | | |
| Special Events Programme | Jamboree, concerts, promotions | SM, Web, Direct e-Mail | | | 50 | | | | | 50 | | | 50 | | 150 | | |
| Companies and organisations | | | | | | | | | | | | | | | | | |
| Outreach | On site presentations to coordinators and leaders | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Seasonal activities (education, companies) | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Sub let and commercial opportunities at site | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Clubs and association | SM, Web, Direct e-Mail | | 25 | | | 25 | | 25 | | | 25 | | | 100 | | |
| | Courses & classes (environmentally based) | SM, Web, Direct e-Mail | | 40 | | | 40 | | 40 | | | 40 | | | 160 | | |
| | Volunteering programmes | SM, Web, Direct e-Mail (Leaflet at site) | 40 | | | | | | | | | | 40 | | 80 | | |
| General awareness & branding | | | | | | | | | | | | | | | | | |
| Sales & business developm | Outreach & sales activity | Banners and flyers plus digital | 40 | | 40 | | 40 | | 40 | | 40 | | 40 | | 240 | | |
| User group forums | | SM, Web, e-mail | | | 50 | | | | | 50 | | | | | 100 | | |
| Minibus wrap around | High impact full imagery of AVCH | | | | | | | | | | | | | | 0 | | |
| Signage refresh | | Non marketing budget | | | | | | | | | | | | | 0 | | |
| Broshures/web site refresh | | Digital investment | 750 | | | | | | | | 750 | | | | 1500 | | |
| | | | 1020 | 440 | 290 | 200 | 455 | 750 | 430 | 500 | 790 | 465 | 520 | 50 | 5910 | | |



Appendix E – Indicative legal structures and governance for the Aveley Hub





Appendix F – Aveley Community Hub Steering Group - Memorandum of Understanding

(Commercially sensitive. Available on request only)



Appendix G – Project timeline

| Task | Date(s) | Comment/Lead |
|---|-------------|------------------------------|
| Consultation | June 2017 | Benesse (UK)/AVCF/TC |
| Demand/Need analysis | July | Benesse (UK)/AVCF/TC |
| Operational mode | July | Benesse (UK)/AVCF/TC |
| Sales and marketing plan | July | Benesse (UK)/AVCF/TC |
| Review first draft with AVCF committee | w/c 8 Aug | Benesse (UK)/AVCF/TC |
| First draft business plan | w/c 13 Aug | Benesse (UK)/AVCF/TC |
| Business plan finalised (Benesse UK) | w/c 28 Aug | Benesse (UK)/AVCF/TC |
| Design review based on business plan (RIBA stage 4a) | Sept/Oct | Arrangements to be confirmed |
| Papers for Directors Board | 8 Sept | TC |
| Directors Board | 12 Sept | TC |
| Scrutiny (draft papers) | 7 Nov | TC |
| Scrutiny meeting | 21 Nov | TC |
| Cabinet draft papers | 10 Nov | TC |
| Cabinet | 13 Dec | TC |
| Procurement/tender drawn up | Jan 2018 | Arrangements to be confirmed |
| Procurement process including evaluation | Feb & March | Arrangements to be confirmed |
| Appointment/mobilisation/design & planning review (RIBA Stage 4b) | May | Contractor to lead |
| Commence work on site (RIBA stage 5) | June | Contractor |
| Complete (RIBA Stage 6) | Dec 2018 | Handover/snagging |
| Long stop date for s106 funding | Feb 2019 | |
| Contingency long stop date for completion/official opening | August 2019 | |



Appendix H – Risk Register

| Risk Register | | | | | | | | | | |
|---|---------------|--|----------------|------------|-----------------|--|----------------|------------|-----------------|-------------|
| Aveley Village Community Hub | | | | | | | | | | |
| Note score 1-5 (under 8 =low, 8- 14 medium, 15+=High) | | | | | | | | | | |
| Ref | Category | Risk | Likelihood (a) | Impact (b) | Score c = a x b | Mitigating actions | Likelihood (a) | Impact (b) | Score c = a x b | Responsible |
| 1 | Governance | Clearly understood legal structure - leading to unintended liabilities | 4 | 5 | 20 | Identify legal structure and clarify resource within AVCF to provide legal guidance on consequence of any final structure agreed with the Council. | 3 | 4 | 12 | |
| 2 | | Is the Charitable governance of AVCF robust? | 3 | 4 | 12 | Demonstrate compliance of requirements of Charity Commission and Company House. Regular reporting of accounts for scrutiny. Council to underwrite working capital | 3 | 3 | 9 | |
| 3 | Financial | Insufficient funds to support working capital requirements and worse case scenarios | 3 | 4 | 12 | Maintain sufficient reserves and have access to borrowing and grants for period of business plan. Council to underwrite | 3 | 3 | 9 | |
| 4 | | Failure to secure advance bookings and revenue | 4 | 5 | 20 | Provide well researched, well structured business case with strong social and commercial ROI. Fully engage, market and communicate with potential hirers, community groups and commercial operators. | 4 | 4 | 16 | |
| 5 | | Failure to secure full £2.2m investment, results in all funding being withdrawn | 4 | 5 | 20 | Create sustainable operating model | 3 | 4 | 12 | |
| 6 | Operational | Technology - Poor management information systems impacting on customer interface, financial record keeping and ability to recover insight and data for developing services | 3 | 4 | 12 | Identify requirements, expectations and resource to provide. | 3 | 3 | 9 | |
| 7 | | Staffing - Limited experience and HR resource as portfolio and level of commercialism and complexity increases | 3 | 5 | 15 | Continue to review skill base training and succession plans in areas of high importance, (finance, business development, change management). Recruit commercial (marketing, sales and business development) skills into department. Bring in specialist external support where appropriate | 3 | 4 | 12 | |
| 8 | | Maintenance - Poor maintenance leads to warranties becoming void, inefficient building operation and increased costs | 4 | 4 | 16 | Clarify roles and responsibilities around maintenance and resources to deliver adequate reactive and preventative maintenance | 3 | 3 | 9 | |
| 9 | | Programme - The facilities do not meet the ongoing requirements of its customers | 3 | 4 | 12 | Clarify requirements of customers during process of formulating business plan. | 3 | 3 | 9 | |
| 10 | | Marketing and communications - failure to engage community, customers, concessionaire and hirers | 3 | 5 | 15 | Identify marketing plan for ongoing communications, forums, communication networks etc. | 3 | 4 | 12 | |
| 11 | Environmental | Negative impacts resulting in increased costs, lack of access to funding and grants | 4 | 4 | 16 | Establish sound Policy of Environmental Management and work with architects and construction partners to reduce impact of building | 3 | 4 | 12 | |
| 12 | | Failure to consider impact on neighbours results in significant delays at planning and construction stages | 4 | 5 | 20 | Create communications plan to engage and address neighbors of proposed scheme | 4 | 4 | 16 | |
| 13 | Compliance | Failure to deliver evidence of compliance across health and safety, safeguard and prevent agenda | 4 | 3 | 12 | Maintain well documented and accessible Policy and procedural statements and records | 3 | 4 | 12 | |
| 14 | | Failure to deliver compliance through the building design to meet requirements of hirers to maximise revenues | 4 | 5 | 20 | Clarify requirements and building specification through architects prior to construction contract being let | 4 | 4 | 16 | |



Appendix I – Summary Business Plan

